



# A Framework for Developing Multicultural Competency

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# Goals of Presentation

- Define cultural competency
- Understand the components of cultural competency
- Learn how to use cultural competency in our individual or organizational practices

# Defining Cultural Competency

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# Related Terms

- Race – many times thought of as a biological trait category of classification (e.g., skin color, shape of eyes, nose, face, etc.)
- Ethnicity – refers to a common heritage shared by a particular group.
- Culture – is broadly defined as a shared set of beliefs, norms, values, largely learned attributes of a group of people.

# Related Terms

(Cont.)

- cultural diversity-understanding, valuing and promoting cultural differences
- cultural awareness-sensitivity and understanding of another ethnic group
- cultural sensitivity-understanding cultural differences without assigning moral values
- cultural identity-culture from which a person adopts standards of behavior

# “Cultural Competence”

a set of behaviors, attitudes, skills, policies, and procedures that come together in a system, agency, or individuals to enable mental health caregivers to work effectively and efficiently in cross/multi-cultural situations. (Cross, Bazron, Dennis, & Isaacs, 1989)

# Another Definition...

cultural competence is the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of health care; thereby producing better health outcomes. (Davis, 1997)

# “Best Practices”

the most appropriate clinical practices for a given client

under a given set of circumstances (which includes the individual's particular culture)

in such a way as to effect the best clinical outcomes



# Developing Individual and Organizational Competency

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# Individual Cultural Competency

a trained clinician having the cultural knowledge, skills, and attitudes that enable that clinician to provide appropriate services in such a way as to effect the most positive clinical outcomes with a particular client.

# Individual Cultural Competency

- Knowledge
- Skills
- Attitudes

# Knowledge of:

- Client's culture (history, traditions, values, family systems, artistic expressions).
- Impact of racism and poverty on behavior, attitudes, values, and disabilities.
- Help-seeking behaviors of specific cultural groups.
- Roles of language, speech patterns, and communication styles in different communities.
- Impact of social service policies on specific cultural groups.

# Knowledge of:

(Cont.)

- Helping resources available for ethnic minority clients and other cultural groups.
- How professional values may either conflict with or accommodate the needs of clients from different cultures.
- How power relationships within communities or institutions impact different cultures.
- Cultural differences within minority groups.
- Indigenous healing practices and the role of religion in the treatment of minority patients.

# Skills

Ability to:

- Interview/assess clients within cultural context
- Communicate effectively across cultures
- Diagnose patients with an understanding of cultural differences in pathology
- Formulate treatment plans that are culturally sensitive to client's/family's concept of mental health

# Skills

(cont.)

Ability to:

- Utilize community indigenous resources
- Provide therapeutic and pharmacological interventions
- Ask for consultation

# Attitudes

- Acceptance of cultural differences between people
- A willingness to work with clients of different cultural backgrounds.
- Articulation and clarification of the clinician's personal values, stereotypes, and biases about his/her own and others' ethnicity and social class.
- Respect the importance of spiritual beliefs.



# Organizational Cultural Competence

A culturally competent organization is one that has a detailed knowledge of the cultural groups it serves and utilizes that knowledge in the formulation of specific standards, policies, practices, and attitudes that when used in culturally appropriate context increases the quality of services, thereby producing better outcomes.

# Components of Organizational Cultural Competency

- Understanding the community
- Organizational analysis
- Policies development and management
- Service delivery
- Outreach and community involvement
- Outcomes measurements
- Systems change

# Understanding the Community Served

- Diverse populations
- Specific demographic
- Specific cultural characteristics
- Compare to client population
- Question disparities
- Review racial/ethnic composition
- Issues of gender culturization
- Socioeconomic status
- Sexual orientation issues
- Age/generational issues
- Immigrant issues
- Spiritual/religious beliefs
- Language issues

# Organizational Analysis

How does the organization:

- collect data regarding clients' cultural/ethnicity/racial make-up
- structure its cultural competency plan
- express cultural competency as a value or goal
- ensure that staff are recruited from culturally diverse communities
- recruit Board members from culturally diverse communities
- involve culturally diverse businesses, faith-based groups, and other cultural and ethnic organizations in guidance and service delivery

# Organizational Analysis (Cont.)

How does the organization:

- provide cultural competency training for staff
- provide culturally appropriate linguistic services
- assure that physical environment is culturally appropriate
- assure that programs are provided in a culturally appropriate format
- measure outcomes and utilize this information in decision-making and program development

# Some Available Tools

- Cultural Competence Agency Self-Assessment Instrument, Revised Edition – Child Welfare League of America, Washington, D.C.
- Cultural Competence Self-Assessment Questionnaire – Research and Training Center on Family Support and Children's Mental Health, Portland State University

# Policy and Administration

- Administrators show commitment to cultural competency
- Mission, values, strategic plan reflect commitment to cultural competence
- Policies reflect respect for and responsiveness to service needs of specific cultural groups
- Agency strives for board and management that are representative of the community's diversity
- Continually assess impact of major decisions on specific cultural groups
- Develop an agency cultural competence plan

# Service Delivery

- Culturally diverse and culturally competent staff
- Ongoing cultural competency training
- Specific credentialing and privileging standards regarding cultural competency
- Culturally appropriate assessment tools
- Culturally appropriate resource materials



# Service Delivery (Cont.)

- Cultural/linguistic resources readily available
- culturally appropriate physical environment
- Access to culturally appropriate religious helpers
- Program content reflective of range of culturally appropriate service delivery models

# Outreach and Community

- Involve various groups in strategic planning, program development and evaluation process.
- Advertise in culturally diverse media.
- Conduct periodic service needs assessment with specific cultural and ethnic organizations.
- Participate in community cultural activities .
- Collaborate with other organizations to develop and deliver culturally responsive services.
- Provide outreach services in culturally and ethnically diverse neighborhoods.

# Outcomes Measurement

Are the clinical outcomes for members of a particular cultural or ethnic group as good or better than the clinical outcomes for the agency's majority population?

# Culturally Competent Management Information System:

- Community cultural and ethnic composition
- Cultural and ethnic composition of clients served
- Cultural performance benchmarks for services provided, continuous performance measurement, feedback throughout the system
- Comparative clinical outcome data of various cultural and ethnic groups in service
- Identify most successful programs for particular cultural and ethnic groups
- Use the information to make system changes

# Managed Care and Cultural Competency



# Managed Care

Treat a given client in the:

- Least amount of time
- Least amount of money
- Least amount of professional resources, *and*
- Achieve desirable clinical outcomes

# Cultural Competency...

- Provide the culturally appropriate resources to an appropriate client
- Reduce length of stay in treatment
- Produce better/lasting outcomes
- Reduce recidivism

***Thus lowering overall cost of treatment***

In Conclusion.....

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# Remember...

- Cultural competence - the integration and transformation of knowledge about individuals and groups of people into specific standards, policies, practices, and attitudes used in appropriate cultural settings to increase the quality of health care; thereby producing better health outcomes. (Davis, 1997)
- Sometimes equated with “best practices”

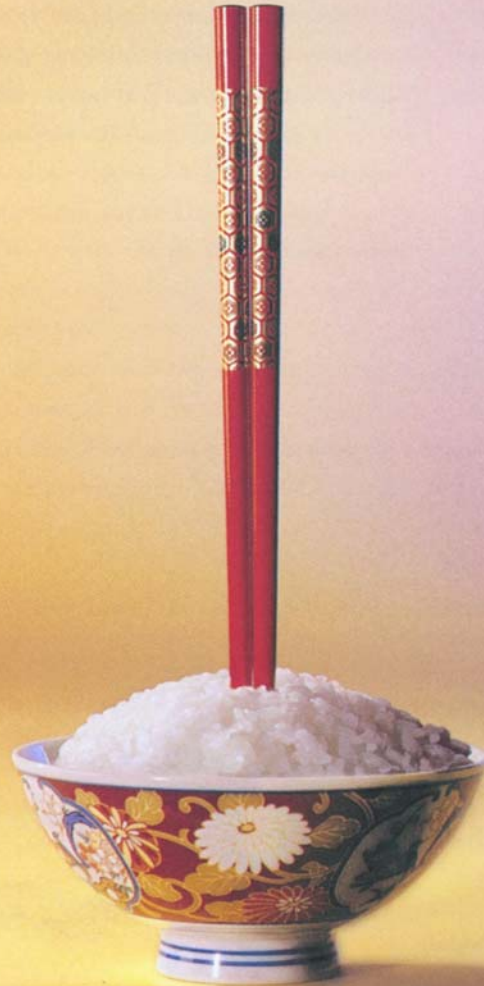
# Remember...

- Two major components of cultural competency:
  - Individual Cultural Competence
    - Knowledge
    - Skills
    - Attitude

# Remember...

- Organizational Cultural Competence:
  - Understanding the community
  - Organizational analysis
  - Policy development and management support
  - Culturally appropriate service delivery
  - Community involvement
  - Outcomes measurement and systems change

OOOOPS.



Lo tratamos como a alguien de la familia



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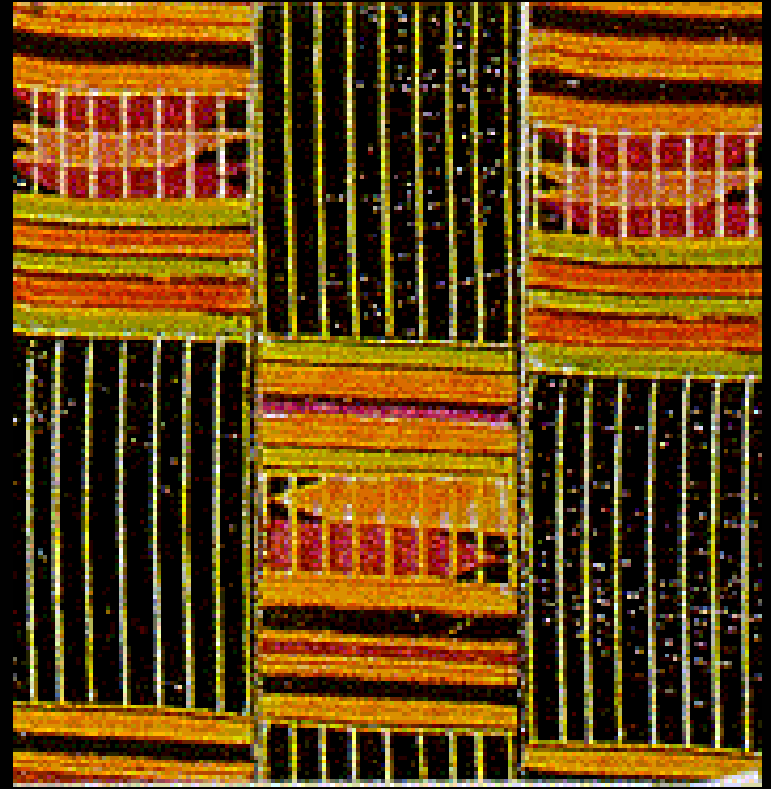


Qué gusto verte sonreír





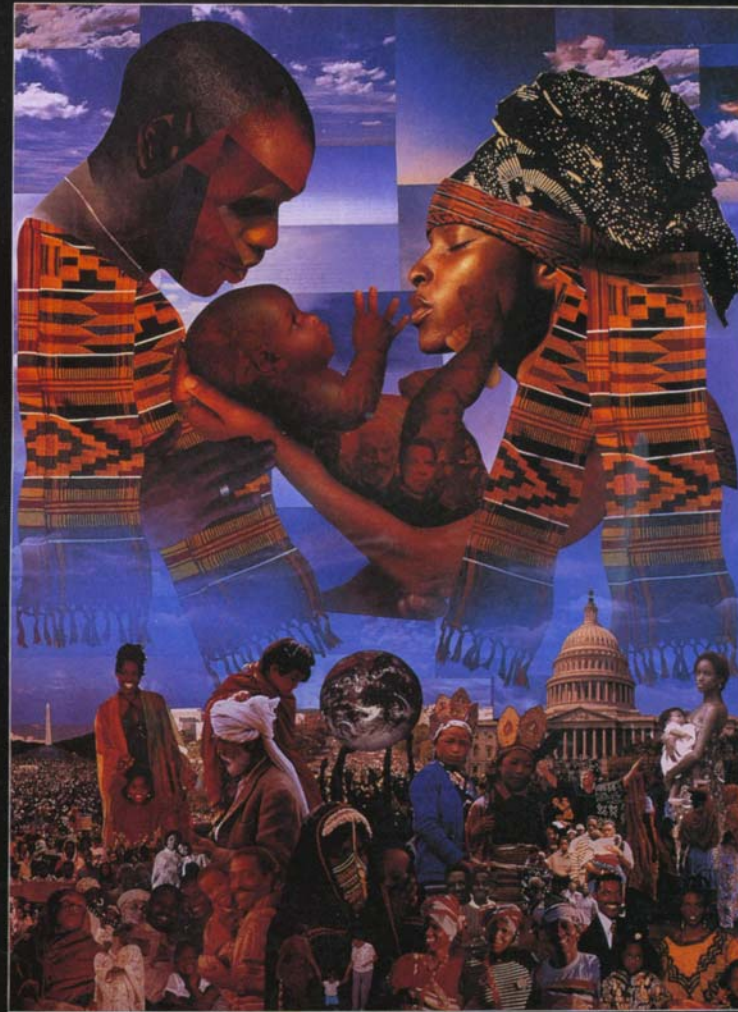
**SIKA FUTORO**



**KYERETWIE**

# Million Family March

October 16, 2000  
Washington, D.C.



“WE ARE FAMILY”

MICHAEL BROWN



A group of diverse children, mostly of Hispanic and Asian descent, are gathered around a birthday cake. They are all smiling and clapping. The children are wearing colorful party hats and streamers. The background is decorated with colorful streamers and a large, colorful mural of a landscape with trees and a sun. The overall atmosphere is festive and joyful.

# Cherishing their Smiles...

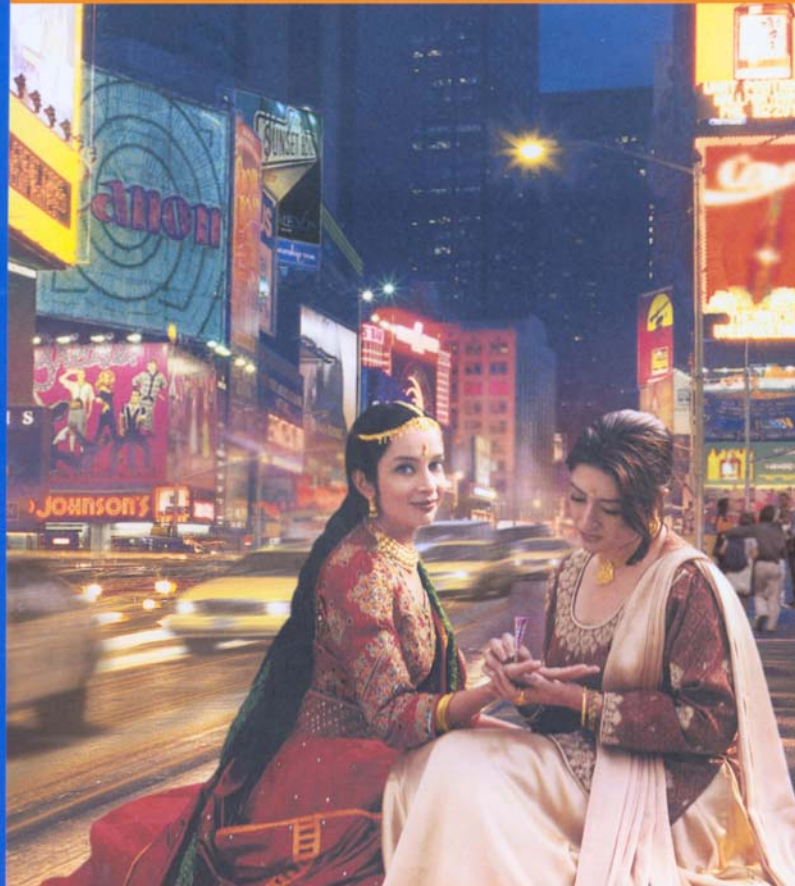
# ...Protecting their Future



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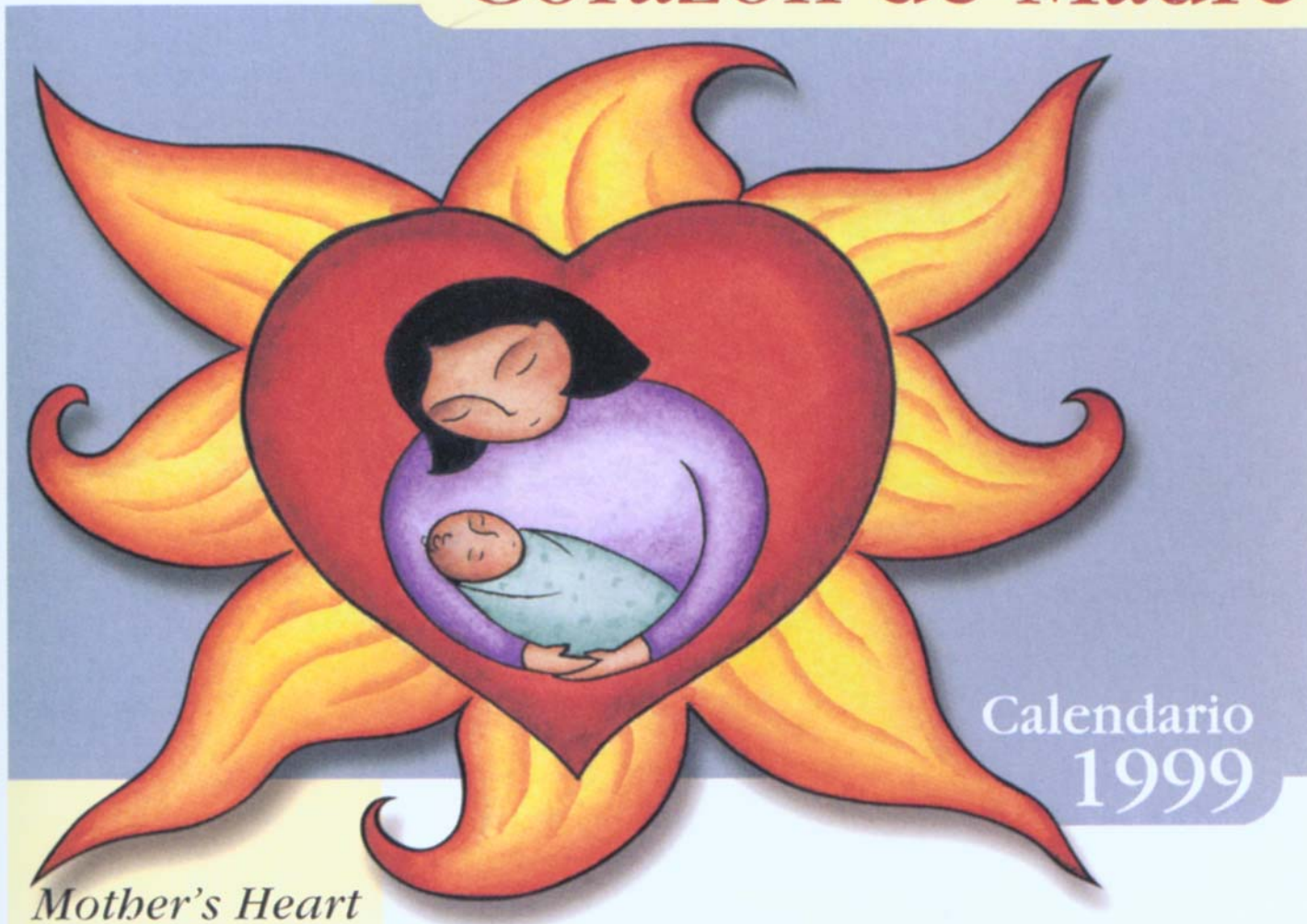
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# Corazón de Madre



Calendario  
1999

*Mother's Heart*

